

HUMAN RESOURCES

RECRUITMENT AND SELECTION PROCEDURE



The HR Operations and Recruitment Team are the first point of contact for the recruitment of an academic or professional support staff post; please check the [Who's Who on HR web pages](#) to find the name of your contact.

ADVERTISING REQUIREMENTS

1. All vacant posts, regardless of source of funding, must be advertised, except:
 - i fellowships awarded to named individuals or
 - ii grants awarded with named applicants/researchers or
 - iii in exceptional circumstances, posts of less than 6 months in duration, or
 - iv posts where an individual is taking part-time re-engagement following early retirement, or
 - v placement students.

2. The minimum requirement for placement of advertisements is:

the School's website, and [jobs.ac.uk](#) site (cost £215 plus VAT)
with the option of a national or international newspaper/journal/website

In order to recruit an individual from outside the EEA who does not already have permission to work in the UK, the UKVI requires that the School meets a Resident Labour Market Test (RLMT) for each appointment. The RLMT stipulates that adverts must be placed in specific media (at least two job boards/publications) for a minimum of 28 days. For detailed advice on the RLMT, please contact your HR Operations and Recruitment Officer.

All posts will be placed on the Redeployment website for one week before being released for external advertising. This should be factored into the recruitment timeline.

For all internal vacancies, please liaise directly with your HR Operations and Recruitment Officer. Permanent vacancies must be advertised externally.

Please note that internal vacancies are advertised on a Wednesday each week.

JOB EVALUATION REQUIREMENTS

3. Vacant posts falling within the following categories must be scored using the HERA job evaluation tool:
 - i vacant posts which were HERA-evaluated prior to January 2018, or
 - ii posts which were previously red-circled under HERA, or
 - iii vacant posts where the duties or requirements have significantly changed, or
 - iv new posts.

Full details of the HERA job evaluation tool may be found on the [Role Evaluation Webpage](#).

PRELIMINARY RECRUITMENT DOCUMENTATION

4. The following documents must be submitted to the HR Department:
 - i Recruitment Form, signed off by the appropriate signatories;
 - ii draft advertisement;
 - iii job description and person specification
 - iv for named or direct appointments falling under the exceptions categories listed in paragraph 1 above, an interview should be conducted and the following documentation must be provided:-
 - *Interview notes;*
 - *Curriculum vitae;*
 - *Personal Information Form;*
 - *right to work verification by HR prior to their start date*
 - *Authorisation of Appointment form*
 - v. Vacancy Arrangement form.

RECRUITMENT FORM

5. The Recruitment Form must be completed at Part I (Post Details) by the budget holder and signed by the budget holder, Head of Department and/or Departmental Administrator. The HR Department should be consulted about appropriate grades and salary points.
6. When Part I has been completed, the Recruitment Form should be sent to the relevant department authorising the payment, i.e. either ROO and/or Finance.
7. If funding is available to offer a contract on the terms requested in Parts I and II, the Management Accounts Officer and/or Research Operations Manager (as appropriate) will complete and sign Part III (Funding Confirmation) of the Recruitment Form and return it to HR.
8. Posts will not be advertised until funding has been confirmed and fully signed off. All advertisements must be placed by the HR Department.

ADVERTISEMENTS

9. The recruitment form should indicate the date on which the advertisement is intended to appear, the closing date for the advertisement, and appropriate media (and section, if appropriate). HR should be consulted about copy deadlines for various publications, and other advertising matters.

For posts which may require sponsorship under the Tier 2 visa category all adverts must include the following information:

- the Full Job Title;
- the main duties and responsibilities of the job (these should be matched to the relevant duties of an appropriate Standard Occupation Code (SOC));
- the location of the job;
- an indication of the FULL salary package or FULL Salary range or terms on offer;
- the skills, qualifications and experience required;
- the closing date for applications.

10. A quote for the cost of the advertisement, and a proof showing the actual text and size, may be obtained on request. Three working days' notice is required. A charge for typesetting may be made if the advertisement is not subsequently placed.
11. All advertisements will be placed on LSHTM's Job Vacancies page.
12. Candidates will be encouraged to apply for jobs online via the website.
13. In addition to formal advertisement, identification of candidates for Chairs and posts at PSP Grade 9 may be recruited to by a firm of Head-hunters or considered by a Search Committee, whose membership will be subject to the Director's approval.

SHORTLISTING

14. Following advertisement, the recruiting manager and other nominated shortlisters (the vacancy users) will have access to the applications online for shortlisting via the vacancy management system, Stonefish.
15. Shortlisting must be carried out by at least two School staff, including at least one male and one female member of staff.
16. Under the Disability Confident Scheme, all disabled applicants who fully meet all the minimum criteria (i.e. the essential criteria) for the job will be shortlisted for interview. If a disabled applicant that has met all the essential criteria has not been selected for interview, HR will contact the recruiting manager to amend.
17. Shortlisting must be submitted using either the total sum of all the submitted scores **or** total sum of scores for essential criteria only.
18. Once the shortlisting has been completed, the Recruiting Manager is able to submit the decisions to the HR Department. Arrangements will then be made by HR, in consultation with the Recruiting Manager, for candidates to be invited for interview.
19. It is the Recruiting Managers responsibility to ensure that all interview details are sent to HR including any test and presentation information.

INTERVIEWS

20. The composition of all interview groups (whether considering candidates sequentially, or meeting as a group) must avoid single sex panels (i.e. all male or all female) and there should be, as far as possible, equal representation of women and men. Panels should also reflect an ethnicity balance wherever possible, and the make-up of panels will be monitored to assess how regularly this is achieved.
21. All staff taking part in interviews must have attended the School's Recruitment and Selection Skills workshop. The Chair of a Panel must have attended the workshop. Interviews should be conducted in accordance with the guidelines presented at this workshop.
22. Panel members must declare any conflict of interest to the Chair and Human Resources prior to the interview date.
23. All Interviews must be conducted by at least **three** people. The Named individuals at these levels must also be interviewed by an Interview Board.
24. Interview Boards for academic posts (dependent upon level of post) must have the composition as outlined in Appendix I (page 7) of this document. Where the nature of

the appointment demands it, additional members may be added to the membership of the Interview Board.

25. The membership of Interview Boards for senior posts in Central Services must be agreed in advance with Human Resources.
26. Membership of all other Interview Boards must be agreed in advance by the Deputy Director and Provost.
27. Separate arrangements exist for setting up Selection Committees for appointments to Professor. These are set out in detail in “**Appointment to Established Chairs: Policy and Procedure Document**” on the Policies and Procedures web page).
28. As part of the recruitment process, candidates for appointment to Associate Professor or Professor may be required to give a seminar at the School, followed by a discussion with members of a Focus Group. Feedback from these meetings will be given in a standardised format, in writing, to the Interview Board/Selection Committee. Arrangements for seminars and Focus Group meetings will be made by faculties, in discussion with HR.
29. The HR Department is responsible for advertising posts, inviting candidates to interview, taking up references and notifying unsuccessful candidates of the outcome of their application. There must be a minimum of five working days’ between notification of the final shortlist in the HR and the interview date.
30. Recruiting Managers and other members of interview panels will be sent all paperwork required for interviews electronically through the vacancy management system, at least two working days before the interviews. Please note that panel packs cannot be sent until all invited candidates have confirmed their attendance.
31. Interview Boards or interview panels for all advertised vacancies are required to complete Candidate Score Sheets and an Authorisation of Appointment form and to indicate their reasons for selection and rejection of shortlisted candidates. These forms must be returned to the HR Department following completion of the interviews.
32. For all posts, all panel members must provide detailed hand written interview notes as well as the Candidate Score Sheets to HR.
33. Before interviewing for a role that is likely to involve regulated activity as defined under the Safeguarding Vulnerable Groups Act 2006, please incorporate relevant questions from the set [list](#), which should be used to address how an applicant will ensure protection of children/vulnerable people.

REFERENCES

34. References will be made available by the HR Operations & Recruitment Team after a recruitment decision has been made. It should be noted that all formal offers of employment are subject to receipt of two satisfactory references.
35. For roles that are likely to involve regulated activity as defined under the Safeguarding Vulnerable Groups Act 2006, the references will request comment on the candidates experience and suitability of working with children and vulnerable groups.

OFFERS OF APPOINTMENT

36. Offers of appointment should be discussed with the Human Resources team before being made. New appointments should be appointed on the first point of the designated grade. If you wish to consider appointing beyond the first point of the grade, please speak to your HR Operations & Recruitment Officer. Offers of appointment should be made by the Recruiting Manager.

FEEDBACK

37. Staff may be asked by candidates to give feedback after interview. Any such requests should be referred to the HR Department in the first instance and HR will then liaise with the Chair of the panel who will be asked to provide written feedback. For applicants not shortlisted for interview, no feedback will be required.

EMPLOYING OVERSEAS NATIONALS

38. Before appointments can be made, it is important to ascertain whether the prospective employee needs permission to work in the UK.
39. If the person to be appointed is a national of a non-EEA country, a Certificate of Sponsorship may be required.

Criteria for issuing a CoS:

- it passes the Resident Labour Market Test (RLMT) and
 - the job is at NQF6 level or above and
 - minimum salary levels are met.
40. Please refer to the School's [Right to Work webpage](#) for further guidance. Detailed advice is also available from the Schools' Immigration Advisory Service or your HR Operations and Recruitment Officer.
 41. Only the Immigration Advisory Service (IAS) or the HR Department are authorised to issue certificates of sponsorship (CoS). In addition to the CoS the individual must apply for entry clearance/ leave to remain through the UK Visas and Immigration and provide personal evidence of competence in English and ongoing maintenance.
 42. The process can take up to three months and staff cannot under any circumstances be employed until permission is given. It is essential to the application that the vacancy has been advertised in accordance with the requirements of the designated occupational code. Such evidence must be submitted to the HR Department prior to recruitment.

SAFEGUARDING & DBS CHECKS

43. Departments will be required to confirm at the advertising stage when posts are likely to involve regulated activity as defined under the Safeguarding Vulnerable Groups Act 2006.

In these cases, offers of appointment will be subject to an enhanced DBS check. Arrangements for the check will be made by the HR Department.

The cost of the DBS check will be charged to the relevant Faculty/Department.

COSTS

44. The cost of advertising posts and associated recruitment expenses must all be met from the budget concerned. These costs are not borne centrally.

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APPENDIX I

ACADEMIC PANEL COMPOSITIONS

REQUIREMENTS:

- All Panel members should have completed the mandatory Equality Diversity and Inclusion training.
- The composition of all interview panels will include at least one male and one female member, and preferably should have equal male and female representation.
- For external panel members, one should preferably be from a School, College or Institute of the University of London.
- Honorary Professors may be asked to sit on an interview panel as an internal member. On an exceptional basis, they can act as the external member.
- Panel members should declare any conflict of interest to the Chair of the Panel and Human Resources prior to the interview date.
- For clinical academic posts at consultant level where the appointee will hold a honorary consultant position with an NHS Trust, the Interview Board and Selection Panel must be constituted in accordance with the NHS (Appointment of Consultants) Regulations and include a Senior Consultant at the relevant NHS Trust and an external assessor from the relevant Royal College.

Professorial (including Single Nomination)	<ul style="list-style-type: none">• Chair: Director or Deputy Director & Provost• Dean of Faculty• A Professor from within Faculty/department• A Professor from outside the home Faculty• External 1 (specialism in subject)• External 2
Associate Professor	<ul style="list-style-type: none">• Chair: Dean of Faculty or Head of Department (HoD from same faculty but different department from the position)• Professor from the same Faculty• A professor from outside home Faculty• External subject specialist
Assistant Professor	<ul style="list-style-type: none">• Chair: Dean of Faculty or Head of Department• Senior Academic from outside home Faculty (Associate Professor and above)• Senior academic from Faculty (Associate Professor and above)
Research Fellow	<ul style="list-style-type: none">• Senior academic from Faculty/PI (Associate Professor or above)• Academic from within same department/faculty (Assistant Professor or above)• Academic from outside or within the home faculty but not in home department (Assistant Professor or above)
Research Assistant	<ul style="list-style-type: none">• Recruiting Manager/PI• Academic from within same faculty but not home department (Assistant level and above)• Other appropriate individual from same department/group

APPENDIX II

GUIDANCE NOTES

JOB DESCRIPTION

1. When a post is approved, whether it is a new post or a replacement, it is important to review the duties of the post in the light of the Department's current objectives and longer-term goals.
2. Job descriptions are required for the following reasons:
 - to clarify what the post-holder is required to do;
 - to provide information from which the person specification criteria (see below) can be drawn up;
 - to inform applicants about the post and to provide information required for recruitment purposes, and
 - to form the basis for the employment relationship.
3. In general, a job description should include the following:
 - post title and faculty/department;
 - description of the post project in broad terms, including background;
 - the purpose/objective of the post;
 - the main duties or tasks and responsibilities; - key relationships, and
 - any special factors (e.g. requirement that the post holder possess a driving license).

These duties and responsibilities taken together describe the purpose of the post, and will provide the basis of the advertisement.

PERSON SPECIFICATION

4. A person specification is a statement, derived from the job description, of the essential and desirable requirements/criteria or characteristics that an individual would need to successfully undertake the duties and responsibilities set out in the job description. Topics covered are likely to include some or all of the following:
 - Educational Qualifications;
 - Experience/Training;
 - Specific Attitudes and Abilities (e.g. mental/physical dexterity, ability to show initiative etc.);
 - Interpersonal Skills (e.g. leadership qualities, communication skills etc.);
 - Special Factors (any elements of the post which are atypical, and not covered in other categories);
 - Research and analogous activities (e.g. requirements in terms of areas of research, publications etc.)
5. One way of ensuring that person specifications are as explicit as possible is to use the HERA Competencies; further assistance with this process may be obtained from the HR Department.

6. Criteria should be:
 - job-related;
 - ability-based;
 - clearly defined;
 - measurable/observable;
 - either essential or desirable - objectively justifiable;
 - Consistently applied.
7. It is useful to divide the criteria into separate lists of those which are essential, and those which are desirable. If required, weighting can be applied to any of the essential requirements on the person specification.

SHORTLISTING

8. The identified criteria should be used during the shortlisting process, as well as during the interview. They will provide the benchmarks by which the shortlist is drawn up and the Candidate Score Sheets are completed.
9. Shortlisting should be carried out systematically, by comparing information in applications with the essential criteria set out in the Person Specification, and judging the extent to which each of these is met.
10. All candidates who do not meet the essential requirements should be rejected.
11. Where a sizeable number of candidates remain following this rejection, those selected for interview should be chosen from those meeting the greatest number of desirable requirements. It may therefore be useful to prioritise the desirable requirements when drawing up the shortlist.

FURTHER PARTICULARS

12. Further particulars for any posts should contain information on:
 - the School (the standard information, available from the HR Department);
 - the Department;
 - the research project (if appropriate); - the post itself, including:
 - duration of the post, including preferred start date;
 - location;
 - summary of main duties and responsibilities;
 - person to whom the postholder is responsible;
 - salary (and scale where applicable);
 - contact for informal discussion (where applicable);
 - details of how to apply.